

**2001 Scorecard**  
**Gary DeLong - Cleveland**

Performance Area		Metric	Threshold	Target	Measurement		Results	Scoring Year '01												*Wtd Score
						Superior		DN	MS	MM	MA	ES	CE							
								0	25	50	100	150	200							
Financial	Profit	CCI - Profit (calendar yr) Accident yr (excluding UM) Growth Price/Rate Retention	110% 5 pts higher than CCI/U.S. result -3% 13.2% (Budget) 70%	CCI/U.S. result 0 15% 73%	100% Outperform vs CCI result 3% 16%+ 76%	85% 13% - CIS 1% 16.6% 75%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
		CSI - Profit Growth Price/Rate Retention	94% 2.5% 8% 82%	92% 5% 10% 87%	90% 7.5% 12% 90%	77% 11.4% EP-13.4%, DFI 14.6% 82.4%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
		CPI - Profit Growth Retention HO Auto Signature Solutions	98% 14% 88% 87% 90%	95% 15.7% 89% 88% 95%	92% 17% 90% 89% 97%	74% 17% 90.2% 88.9% 97%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
		Expense Results MIS Ratio Controlable Components Mix of Business % in CPI & CSI	30.4% +3% 54%	29.4% Budget 57%		28.4% -3% of Plan 56.3%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
External Process	Producer Management	M/I Implementation Key Producers Plans New Appointments Marketing Audit Results	Needs Improvement 4 70	On Plan In Place 5 75	Executed 6 80	6 of 8 > Plan 20 Plans in Place 5 Not Applicable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Internal Process	Customer Management	Establish Account Mgt. Program - Retention Increase Contact with top customers	Needs Improvement 80% Needs Improvement	In Place 90% Satisfactory	Very Good 95% Very Good	NI 97% Very Good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Internal Process	Service	CPR Policy Issuance Results Zone/WTO Audits	2000 Results 57 C	U.S. Targets 55 B	Exceed U.S. Targets 52 A	91% NL & Ren'l, 93% End 51% B	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Internal Process	Underwriting Quality	Increase Loss Control Marketing Efforts Implement system to create value to prospecting midsize customers	Needs Improvement Completed by 9/1	Satisfactory Comp by 8/1	Very Good Completed by 7/1	Satisfactory	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
People Management	Resources Management	Retention of Key Performers Improve Branch Diversity Execution of Corp. Div. Strategy	80% 0 Needs Improvement	90% +1 Satisfactory	100% +2 VG	100% +3 VG	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
Weight 5%	Building Leaders	Complete Goals, Competency Assessment and plans for direct reports 40+ hours of learning	100% by 7/1 80%	100% by 6/1 90%	100% by 5/1 95%	100% by 6/1 95%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
							<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>						
															158					

CONFIDENTIAL

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